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Technical Report 797

A Multivariate Analysis of Determinants of Reenlistment: A Decision-Making Model for Enlisted Personnel

Alfred L. Smith, Jr.

Personnel Utilization Technical Area
Manpower and Personnel Research Laboratory



U. S. Army

Research Institute for the Behavioral and Social Sciences

June 1988

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U. S. ARMY RESEARCH INSTITUTE FOR THE BEHAVIORAL AND SOCIAL SCIENCES

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Technical Report 797

**A Multivariate Analysis of Determinants
of Reenlistment: A Decision-Making Model
for Enlisted Personnel**

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Department of the Army

June 1988

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Foreword

The mission of the Personnel Utilization Technical Area (PUTA) is to assist the Army in achieving readiness through the retention of highly qualified personnel. This research on the Reenlistment Incentives and Disincentives Questionnaire (RICQ) for enlisted service members was carried out under PUTA's Task 2.4.1: Retention and Career Management for Army Personnel.

The sponsor for our retention research is the Enlisted Sustainment and Distribution Division of the Directorate of Military Personnel, Office of the Deputy Chief of Staff for Personnel (ODCSPER). That office has been briefed on the findings from the RICQ research regularly over the last 2 years. The last briefing, which covered the contents of this report, was held 4 February 1988. In addition, the findings have been disseminated widely to Retention NCO, the true end users of the research results.

RICQ research was designed to answer policy questions in the area of retention of enlisted personnel. To date, the findings have been used to expand the menu of reenlistment options for mid-careerists, to alter policy to encourage longer periods of reenlistment, to develop new advertising strategies, and to alter policy for the stabilization period.



EDGAR M. JOHNSON
Technical Director

A MULTIVARIATE ANALYSIS OF DETERMINANTS OF REENLISTMENT: A DECISION-MAKING
MODEL FOR ENLISTED PERSONNEL

EXECUTIVE SUMMARY

Requirement:

The purpose of this research was to develop a model of variables affecting career decision making to be used to advise policy changes that will enhance retention efforts.

Procedure:

Over 1,200 enlisted personnel with 8 months of Expiration of Service (ETS) from a number of installations across the continental United States, Germany, and Korea completed the Reenlistment Incentives and Disincentives Questionnaire (RICQ) in 1986 and 1987. The RICQ collected data on a variety of factors that both soldiers and researchers had identified as important to retention. This research examined the effects of organizational commitment, tenure, civilian opportunities, satisfaction with Army life, comparisons of civilian alternatives, stress, need importance-fulfillment discrepancy, Military Occupational Specialty (combat v. noncombat), promotion and reenlistment policies, and demographic variables on soldiers' reenlistment intentions. A model to explain the relationships among these variables and their direct and indirect influence on reenlistment intent was proposed and tested using path analysis.

Findings:

The results support the hypothesized model. The best predictor of reenlistment intent is organizational commitment. Tenure and some perceptions about civilian opportunities influence reenlistment intent directly, as well as through their influence on commitment. Thus, a finding of note is that perceptions about the likelihood that their important needs, goals, and aspirations will be met while in the Army have a strong impact on soldiers' satisfaction and comparisons of civilian alternatives, and, hence, on reenlistment decision-making. These data also indicate that need importance-fulfillment discrepancy is partly a function of age: The amount of discrepancy in addition to what needs tend to be important is not the same over all age groups.

Utilization of Findings:

The results of this study contribute to understanding the effects of important influences on career decision making. This information, together

with findings from additional analyses done in conjunction with this research, will be used to effect changes in policies such as reenlistment options and reenlistment time periods to conform to expressed needs of enlisted personnel. In addition, knowledge gleaned through this research can be used to enhance the training program for Retention NCO so that they can learn to facilitate satisfaction with the commitment to the Army by strengthening the match between individual needs and rewards offered by the organization. The addition, through the identification of what soldiers consider to have the most influence over their decisions, the Army has already begun to restructure advertising efforts to better influence retention decisions.

A MULTIVARIATE ANALYSIS OF DETERMINANTS OF REENLISTMENT: A DECISION-MAKING
MODEL FOR ENLISTED PERSONNEL

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MULTIVARIATE ANALYSIS OF DETERMINANTS OF REENLISTMENT:
A DECISION-MAKING MODEL FOR ENLISTED PERSONNEL

INTRODUCTION

In any organization, some attrition is good (e.g., new personnel bring new ideas and talents), but turnover can be a serious problem if too many high quality people leave when they are still needed. Ensuring adequate numbers of soldiers with demonstrated skills for manning the Non-commissioned Officer (NCO) ranks guarantees continuity and efficiency of operations, a key component of force readiness.

Of major concern to the Army, then, is selective retention of the soldier who is a leader, a highly trained and motivated individual. This is the person who can handle responsibility and who can serve as a positive role model for subordinates. Inexperienced soldiers typically lack the ability to make correct decisions in many situations and must be able to rely on the experience and judgment of a cadre of seasoned soldiers. In addition, retention of trained soldiers, especially in highly skilled or technical Military Occupational Specialties (MOS), is of great cost-benefit to the Army. These individuals are also prime targets for recruitment by private industry which then reaps the benefits derived from Army training.

Within the Army, high turnover among young soldiers is expected. The majority of these soldiers leave at the end of their first tour. The Army has been able to compensate for this attrition through new recruitment. Declining birth rates, however, resulting in shrinkage of the male 17-21 year-old population in the 1990's, -- together with competition from colleges and private industry -- are expected to have a negative impact on both recruitment efforts and retention of seasoned NCO.

Thus, the problem of retention of high calibre soldiers is crucial and will become even more so in the future. Efforts to reduce or, better, to eliminate the problem are needed now. To date, approaches to remedying the problem have been limited. The major thrust has been to use selective reenlistment bonuses or other reenlistment options such as retraining or choice of or stabilization of location -- but only contingent upon availability -- to encourage reenlistment.

Research Purpose

An extensive body of research on retention/turnover in both the military and civilian sectors has identified many varied factors that influence the individual's decision to remain in or leave a job. These factors include demographic, personal, career, organizational, family, and work-related variables in addition to job satisfaction, commitment, and evaluations of available alternatives. Considerable effort has been devoted to the development and testing of models of career decision-making and turnover. Given the nature of enlistment in the Army -- a full time, total commitment rather than just a job -- for the most part, suggested models of turnover are not helpful to understanding and impacting on reenlistment decision-making.

Faris (1984) has suggested that, in addition to considering economic incentives and rewards, models of effective retention need to consider many variables, including social and psychological variables such as family status, job satisfaction, the response to the military itself, and perceptions of military and civilian opportunities (especially pay differentials). Stolzenberg and Winkler (1983) also recommend focussing on gathering comprehensive data, i.e., getting information on the wide range of variables thought to affect reenlistment, stressing inclusion of comparisons outside the military.

The purpose of the present research, then, is to develop a comprehensive model to explain the reenlistment decision process in order to suggest changes in retention efforts. That is, this research will focus on determining the interrelationships of factors which are most relevant to decisions to remain in or leave the Army. Derivation of the model is based both on previous research and on information provided by soldiers who were facing the reenlistment decision.

Military Research Findings

Factors related to reenlistment in the military have been examined at length. Reviews by Nieva, Hernandez, Waksberg, and Goodstadt (1982) and Stolzenberg and Winkler (1983) identified many different factors which influence the reenlistment decision process. These include: demographic variables, compensation, attitudes toward military service, preservice expectations, external (civilian) opportunities, organizational factors (e.g., policies) and job-related factors (e.g., work environment, MOS characteristics, stress, skill utilization, etc.). Sterling and Allen (1983) have suggested that variables related to career intentions can be categorized into four areas: Demographic, military attitudes, duty environment, and benefits.

Although the relationships of many factors to military reenlistment/turnover have been examined, researchers have looked at this in various combinations. For example, Quigley and Wilburn (1969) examined the relationship of a number of variables on the reenlistment behavior of Air Force personnel. The variables included were dollar pay, marital status, grades, proficiency pay, high school graduation, race, age at reenlistment decision point, aptitude, years of schooling, average earning potential in the civilian sector and Air Force Specialty Code. Significant positive predictors of reenlistment were dollar pay, age, and race. Significant negative predictors (i.e., predictors of non-reenlistment) were proficiency pay, years of education, and civilian earning opportunities.

In another effort, which gives an indication of the diversity of variables which tend to influence soldiers' decisions to reenlist. Gade, Elig, Nogami, Hertzbach, Welton, and Johnson (1984) sought information on incentives and disincentives to reenlistment. They asked soldiers who were exiting the Army to indicate what would be their strongest reason for reenlisting if they were to do so, and what would be the strongest deterrent. Retirement, job satisfaction, assignment choice and training in new MOS

tended to be selected most frequently as incentives. Lack of job satisfaction and pay were most cited as disincentives. Unfortunately, the responses were those of people who did not reenlist. Consequently, we cannot know whether the same patterns of incentive and disincentive values would be assigned by those who chose to reenlist. In addition, they reported that several reasons for leaving the Army were cited consistently: not being treated fairly and respectfully, not getting credit for good performance and poor NCO leadership. These tend to be intrinsic job characteristics, i.e., related to intrinsic needs, whereas most of the first set of variables represent extrinsic needs. Interrelationships between the two sets of responses were not examined in this report.

The work just described also suggests another deficiency in military retention research. That is, the design of many research efforts, while providing good information, has not included multivariate methods of analysis that enable interpretation of the interrelationships of various factors. Or if they do use multivariate techniques, they are not used to their full potential. This problem was noted within research in the civilian sector as well (Mobley, Griffith, Hand, & Meglino, 1979).

One example using limited multivariate analysis can be seen in Faris' (1984) examination of the reenlistment intentions of first term soldiers in 1976. Independent variables included education at enlistment, race, father's education, marital status, and three attitude scales intended to measure comparisons of military and civilian jobs, i.e. satisfaction with the military job or work role and with the broader mission of the military. The attitude measures all had significant effects on reenlistment intentions: The more positive the view of the military role and mission, the more likely was reenlistment. Although Faris used multivariate methods (regression analysis), education, race, and marital status were never entered into the model at the same time. Each was considered separately with the attitude variables. Both race and marital status significantly impacted intentions to reenlist.

Some variables have been examined across all of the services while others have not. This is an important consideration for purposes of generalization. Examination of the same variables across the services has not resulted in identification of the same significant relationships. One example of such findings is provided in Hiller (1982), who attempted to determine what variables most influenced second tour reenlistment behavior across the four military services. Navy second termers most likely to reenlist tended to have served longer, to have been promoted faster and to expect faster promotions in the future. They also had received guaranteed training or their initial term reenlistment, were happy with housing, and think that either pay or bosses in the civilian sector were better than in the Navy. Fewer variables differentiated reenlistees in the Army. They included expected promotions, years of service, and receipt of quarters allowance. Second term reenlistees in the Marines were characterized by anticipated high probability of promotion, more years of service, and viewing civilian jobs as no more secure nor providing better training than the military. Air Force reenlistees were characterized as having more years of service than the average, having received promotions faster in the past and

expecting them faster in the future, being dependent on their military income, and not expecting undesirable locations on their next tour. This study suggests that we should not be quick to generalize from one service branch to another.

Generally speaking, research on retention in the military has relied heavily on demographics, monetary or compensation variables, and nonmonetary factors e.g., location and training. Little attention has been directed to affective variables such as job satisfaction, prestige, patriotism, and organizational commitment. Even less effort has been directed at any multivariate modeling of career decision-making. An exception is Motowidlo and Lawton (1984) who found support for a model for Army enlisted personnel that integrated job-related perceptions, satisfaction, expectancy about reenlistment, expectancy about leaving, intentions and subsequent reenlistment. Unfortunately, this model does not include a number of important variables, especially commitment, need fulfillment and civilian comparisons which have been identified and modeled in the civilian literature. A model is needed which does more to integrate findings from both civilian sector and military research.

MODEL OF CAREER DECISION-MAKING

For this research, a model of enlisted soldiers' career decision-making was developed to provide a framework for understanding processes, motivations, and the most salient variables that influence continued military service. The model postulates that discrepancies between needs, values, goals, and aspirations and the perceived likelihood of their being fulfilled while in the Army are antecedent to and elicit career change motivators (i.e., job stress, dissatisfaction with Army life, and attraction of civilian alternatives). The model attempts to demonstrate how motivators of career change are mediated: Through tenure, probability of obtaining attractive civilian employment, and organizational commitment. Selected demographic (age, sex, education) and organizational policy (fairness of promotion and reenlistment systems) variables and MOS type (combat vs. noncombat) are included as independent variables that influence other variables in the model. The discussion below provides empirical and theoretical justification for the hypothesized relationships among the model variables. The variables which are included in the model are not all-inclusive. They do, however, reflect those factors that were identified by soldiers as being most important to their reenlistment decision.

Reenlistment Intent

It is frequently the case, particularly in civilian sector research, that researchers are unable to measure actual turnover directly during the course of their investigation. Either subjects have left and are no longer accessible, or there would be excessive delay before the decision is made. For this reason, indications of behavioral intentions to stay or leave are frequently advocated as the turnover criterion (e.g., Mobley, 1977, Mobley et al., 1979; Bluedorn, 1982a). Research has shown that behavioral intentions are highly related to the actual behavior: People tend to do what they say they will do. For example, Hom and Hulin (1981) obtained a correlation of

.70 between reenlistment intention and reenlistment for an Army National Guard sample. Similarly, Motowidlo and Lawton (1984) determined that reenlistment intent accounted for 44% of the variance in actual reenlistment for sample of 600 soldiers. Thus, intention to reenlist or exit was used as the final dependent variable in the model created in this research. This criterion appears to be viable because interventions in the reenlistment decision by retention NCO must be based on expressed intentions.

Organizational Commitment

The primary and best predictor of reenlistment intent is thought to be organizational commitment (Steers, 1977). Most definitions of organizational commitment relate it to the individual's sense of involvement in, attachment to, and identification with an organization (including acceptance of and belief in its goals and loyalty to it) and a willingness to put forth effort to remain in the organization. This definition follows from the psychological approach to commitment postulated by Porter and Smith (1970, as cited in Morris & Sherman, 1981).

A second approach to organizational commitment derives from exchange theory, which operationally defines commitment in terms of what is required (i.e., what inducements are needed) to get an individual to leave the organization. From this perspective, the better the exchange or payoff as viewed by the individual, the greater the commitment to the organization. Most research has taken the first approach to commitment (Morris & Sherman, 1981; Mobley et al., 1979).

A large body of research suggests that organizational commitment is an intervening variable, through which many other variables indirectly affect behavioral intentions, the precursors to the actual decision to stay or leave (e.g., Alutto, Hrebiniak, & Alonso, 1973; Farrell & Peterson, 1984; Hrebiniak & Alutto, 1972; Marsh & Mannari, 1977; Morris & Sherman, 1981; Porter, Crampon, & Smith, 1976; Porter, Steers, Mowday & Boulian, 1974). Research by Blueborn (1982b), Wunder, Dougherty, and Welsh (1982), and Arnold and Foldman (1982) have provided support for a satisfaction - commitment - intention sequencing in the prediction of turnover. In the model postulated in the present research, organizational commitment was placed as the direct antecedent of reenlistment intent. A strong positive relationship was expected: The greater the degree of commitment, the greater the likelihood that a soldier intends to reenlist.

Tenure

Tenure in the Army not only reflects years of service with the organization, but also parallels status, rank, and increasing responsibilities. In other words, tenure represents the accumulation of valued resources and investments offered by the organization that are usually associated with seniority (Hrebiniak & Alutto, 1972; Alutto, Hrebiniak, & Alonso, 1973). Schuh (1967) concluded in his review that tenure and satisfaction are positively related. Dawis, Lofquist and Weiss (1968) suggested that tenure is the result of correspondence between needs and rewards, which, as is discussed below, is equivalent to satisfaction. In developing the model to

be tested here, this broader approach to tenure was used, as opposed to a more demographic type of variable indicating only number of years of service. Research in the area of organizational commitment supports the notion that tenure is an antecedent of commitment (Alutto et al., 1973; Hrebiniak et al., 1972; Porter et al., 1974). Thus, it followed that the appropriate position in the model for tenure was between satisfaction and organizational commitment. Significant paths between satisfaction and tenure and between tenure and commitment were hypothesized. In addition, because tenure, by its time-dependent nature, is dependent on age, a significant path from age to tenure was expected.

Probability of Attaining Civilian Employment

In their turnover model, Mobley et al. (1979) stressed that comparisons of attractiveness of alternatives and the expectancy or opportunity of attaining those alternatives are the most salient variables in the turnover process. Their description implies a comparisons - opportunity sequence in the process. Perceptions of opportunity or the probability of obtaining the alternative jobs impact on intentions to quit. Because of the contractual nature of military employment which precludes the opportunity to leave the Army whenever they choose, considerations about alternative opportunities may influence reenlistment decisions differently from the way they affect civilian decisions.

Although Mobley et al. (1979) stressed the importance of probability or opportunity of finding an alternative job, other research findings have been mixed. Mobley, Horner, and Hollingsworth (1978) provided partial support for the hypothesis with hospital employees, as did Price and Mueller (1981) with nurses. Mowday, Koberg, and McArthur's (1984) study of nurses did not. Studies of mental health workers (Michaels & Spector; 1982) and accountants (Arnold & Feldman, 1982) did not offer support. One possible reason for the differences in findings may be related to economic conditions and geographic locations. The inconclusive results suggest that further investigation is needed. This is particularly true pertaining to Army enlisted personnel because of the commonly held attribution that turnover is primarily a function of civilian opportunities.

Two measures of civilian opportunity are included in the model, the likelihood of finding a civilian job that would make soldiers happier than they were presently and that would make soldiers financially better-off. These two dimensions were used to assess the importance of a monetary influence versus an affective one. It was expected that each of these variables would impact on reenlistment intent directly and indirectly through organizational commitment. Both were expected to moderate the effects of civilian comparisons on reenlistment intent. That is, if the civilian alternatives seem more attractive, then it's likely that the soldier would expect the opportunities for being better off as a civilian to be greater. Viewing the civilian sector favorably, however, would not strongly influence the decision to leave if the opportunities were not seen as available.

Comparisons to Civilian Alternatives

Mobley et al. (1979) have suggested that one of the most important variables in the turnover process is the comparative attractiveness of alternatives. Soldiers considering reenlistment are very likely to compare benefits that will accrue by staying in with those provided by the civilian job market. If a soldier perceives that conditions would be much better in the civilian sector, he/she would be more likely to leave the Army. Research, however, has not provided a clear perspective on where comparisons to alternatives should fit into the model of career or reenlistment decision-making being tested by this research. The models mentioned below include a number of other intervening variables between satisfaction and intentions to quit or stay (e.g., thoughts of quitting, intentions to search). Inclusion of all of these variables in a military career decision-making model is unlikely to provide information that would be helpful for enhancing the retention process.

Rhodes and Doering (1983) presented a model of career decision-making that sets comparisons of alternatives as a precursor of satisfaction. That is, they contended that judging alternatives to be more attractive than the current position leads to greater dissatisfaction and movement toward quitting. Mobley et al. (1979), on the other hand, presented a model in which satisfaction and comparisons of the present job and alternatives overlap slightly with one another at the same level, and each is postulated to influence intentions to quit. Stolzenberg and Winkler's discussion of a very early framework proposed by March and Simon (1958) suggested a slightly different position: that dissatisfaction sets off a cue to begin to search for and make comparisons to other alternatives. Hom, Griffeth, and Sellaro (1984) also set up a model in which job satisfaction is antecedent to comparisons of alternatives.

Given the disparity in the results, placement of civilian comparisons in this model became more a rational than empirical decision. An important consideration is the constraints placed on taking advantage of civilian alternatives due to the enlistment commitment. That is, this commitment precludes job seeking and changing at will. Because soldiers can leave the military only at prescribed times [i.e., at Expiration of Term of Service (ETS)], it is highly likely that they will make comparisons to civilian alternatives before reenlisting, perhaps, even if they are satisfied with their present situation. This suggested that alternative comparisons belong on a parallel with satisfaction in the model. Like satisfaction, comparisons were expected to be directly influenced by needs. In turn, civilian comparisons were expected to directly influence perceived likelihoods of obtaining civilian jobs (i.e., opportunity) that would make the soldier happier and financially better-off.

Satisfaction

Extensive research links job satisfaction to turnover and to behavioral intentions to quit or stay which are significant precursors to actual turnover decisions (Mobley et al., 1979; Porter & Steers, 1973; Price, 1977). Although it is quite clear that there is strong evidence for the inclusion of

satisfaction in any model of reenlistment decision-making, it also is equally clear that satisfaction has been and is defined in many ways. It is, therefore, important to present a brief review of some of the more accepted definitions.

Expectancy approaches to job satisfaction have contributed significantly to the literature on turnover. Vroom's (1964) Valence - Instrumentality Expectancy Theory proposed that satisfaction is the product of valence (value) of outcomes and instrumentality (effectiveness) of the job in producing those outcomes. Similarly, Porter and Steers (1973) suggested that satisfaction/ dissatisfaction is a function of prior expectations being met. Although Mobley et al. (1979) indicated that evidence to support that idea was weak, Bluedorn (1982), cited seven studies that support Porter and Steer's viewpoint. Smith, Kendall, and Hulin (1969) presented a slightly different approach. They viewed job satisfaction as the result of an evaluation of the differences between reasonable and fair expectations and what is actually experienced.

Locke (1976) stated that "Job satisfaction results from the perception that one's job fulfills or allows the fulfillment of one's important Job values" (p. 1307). Henne and Locke (1985) further elaborated that job satisfaction/dissatisfaction is an "emotional response" to an evaluation about one's values being fulfilled. More simply put, job satisfaction can be viewed as an attitude about one's work (Hall, 1976). This attitude is determined by positive and negative evaluations that have been influenced by job rewards and values (Kalleberg & Loscocco, 1983).

Consistent with this notion, job satisfaction has also been defined in the context of match between a person's needs and the rewards provided by the work environment (LaRocco, Pugh, & Eric Gunderson, 1977; Scarpello & Campbell, 1983), or as the result of rewards received (Homan, 1974). Using a similar framework, Work Adjustment Theory (Dawis et al., 1968) has been important in facilitating the understanding of satisfaction and other antecedents of turnover. This theory is predicated on the notion that workers and organizations have requirements of one another that each must meet. From the worker's perspective, these requirements are needs (or wants). In turn, the organization requires standards of performance. When there is a match such that both the organization and individual fulfill these requirements, then there is "correspondence" between needs and rewards. Correspondence as experienced by the worker is important because it produces satisfaction. Lofquist and Dawis (1984) defined satisfaction, then, as the "result of the correspondence of an individual's preference for reinforcers ('needs,' 'values') and the reinforcers present in the work environment. Preference for specific reinforcers ('needs') are expressed in terms of their relative importance to the individual," (p. 233). Locke (1976) took exception to the notion that needs and values are analogous. Lofquist and Dawis (1984) contended that "needs are the underlying reference dimensions of values" (p. 233). Accordingly, a worker's list of needs and list of values would be highly similar (Dawis et al., 1968). In the present research, needs and values are not considered as distinct from one another.

Of the definitions presented above, the person/organization correspondence explanation of job satisfaction has considerable appeal from the standpoint of developing interventions. This is particularly so because of the special nature of satisfaction with the military as a job. As satisfaction relates to the Army, it is not sufficient to consider only what is specifically "job satisfaction." Serving in the military is a 24-hour job, and more: It's a way of life. Moreover, if the individual has dependents, they, too, in essence, are in the Army. Accordingly, the literature suggested the following hypothesis: Satisfaction with Army life is a function of the discrepancy between needs identified as important by the soldier and his/her perception of the Army as a fulfiller of those needs. Thus, the soldier's personal, social, and work needs, including such things as meeting the needs of his/her family, are likely to play important roles in determining overall satisfaction/dissatisfaction with the Army.

Stress

Another result of unfulfilled needs is the creation of stress (Dawis et al., 1968; House, Wells, Landerman, McMichael, & Kaplan, 1979). According to Sales (1970), stress can lead to withdrawal behavior (absenteeism, turnover), tension, low job satisfaction, and a host of physiological conditions that are symptomatic of it. Occupational or job stress is not readily defined. In some respects it may be defined as anything that impedes one's performance. Perhaps it is best understood operationally in terms of what things or events tend to create it, e.g. role conflict, responsibility, pressure, job versus non-job conflict, role ambiguity, and workload. Stress, then, is a function of the frequency of occurrence of stressful events (e.g., Motowidlo, Packard, & Manning, 1986). Something of interest here is the possibility that effects of stress can be reduced as a result of rewards received, that is having one's needs/values fulfilled (House et al., 1979).

In terms of the hypothesized model, there is sufficient research that argues that need fulfillment or correspondence between needs and job influences satisfaction, stress, and civilian comparisons in the turnover or reenlistment process, indicating a direct path from need discrepancy to each of these three variables. Because these three variables were perceived as three direct effects of need discrepancy; they were entered into the model at the same level. Work Adjustment Theory (Lofquist & Dawis, 1984) provided support for considering satisfaction and stress as parallel. Stress has been reported as being related to satisfaction (or more specifically to dissatisfaction) (Hrebiniak & Alutto, 1972; Sales, 1970). However, other research (e.g., Quinn & Shepard, 1974) has found the relationship to be quite low, and still other research has obtained mixed results as function of the indicant of stress (e.g., role conflict vs. role ambiguity) (Hammer & Tosi, 1974). Stress also should negatively influence reenlistment intent (Parasuraman & Alutto, 1984; Motowidlo, et al., 1986).

Need Discrepancy

Given the previous discussion, needs, their fulfillment, and expectations regarding their fulfillment were expected to play a major role in determining reenlistment decisions through their influence on satisfaction,

stress, organizational commitment, and behavioral intentions related to reenlistment as well as reenlistment behavior itself. Satisfaction within the Army (as opposed to civilian employment) refers to a much broader realm than job satisfaction, which it subsumes. It includes satisfaction with the military role and military way of life--which reaches beyond individual satisfaction to family satisfaction. Thus, the individual's personal, job, and career needs (both intrinsic and extrinsic) and general family needs (e.g., financial/economic) will have an impact in relation to the degree to which the soldier sees him/herself as being able to meet important needs while in the Army. It was postulated that the greater the perceived discrepancy between a person's needs and the likelihood they will be met in the Army, the less he/she will be satisfied, the less stress-free the perceptions of the environment and the better looking the civilian alternatives.

Demographic and Policy Variables

At the final level of the model are the demographic and organizational policy variables. The hypothesized model includes age, sex, MOS, educational level, and two policy variables: fairness of the reenlistment system and fairness of the promotion system. There is widespread empirical support that demographic variables influence job turnover in general and reenlistment in particular (e.g., Hulin & Smith, 1965; Hunt & Saul, 1975; Kalleberg & Lascocco, 1983; Mobley et al., 1979; Price, 1977; and Eaton & Lawton, 1980). Sterling and Allen (1983) suggested that the value of demographic information to the study of retention is limited to predicting probable personnel trends. For the most part, this is probably true. Information about the effects of variables such as age and education on affective variables, however, may be important to career counseling. Race was not included in the model tested here because there is evidence that suggests that although there are race differences in respect to reenlistment, it is likely that race is correlated with other relevant variables (Stolzenberg & Winkler, 1983).

There is support, also, for the idea that job characteristics (e.g., type of work) and policy variables such as those dealing with promotion and reenlistment opportunities enter into models of turnover at the entry level (e.g., Rhodes & Doering, 1983). Thus, these variables were considered likely to affect many of the other variables to the right of them in the model, both directly and indirectly. In particular, MOS (combat vs. non-combat) was expected to strongly influence perceptions of stress and age to be related to need discrepancy, satisfaction, and tenure.

Summary

The causal ordering of and hypothesized relationships between the variables presumed to influence reenlistment intent are derived from the research discussed above. The model is depicted in Figure 1. This work is exploratory in nature and there are likely to be other possible, alternative orderings of the variables. The variables are placed on several "levels." In the analyses, each variable within a level was regressed on all the variables to its left. Thus, no relationships were hypothesized or tested for variables within levels while sets of variables within levels were expected to influence those variables higher (to the right) in the model.

METHOD

Pilot Research

The first step of the pilot was to interview 36 first, second, or third term soldiers within six months of Expiration of Term of Services (ETS) to identify variables (especially needs and values) that they considered to be most critical to their reenlistment decision-making. Results from these structured interviews were used to create the pilot version Reenlistment Incentives and Career Decision-Making Questionnaire (RICQ). Eighty-eight soldiers, mostly first termers, participated in the pilot test (Smith, 1986). Results of the pilot indicated acceptable reliability and validity of scales. These results, together with additional reviews of the instrument, led to some modifications and additions to the questionnaire.

Subjects

A total of 1236 soldiers who were eligible for reenlistment and within eight months of ETS completed the inventory. Soldiers were located at nine CONUS sites and numerous locations in Germany and Korea.

Measures

Reenlistment Intent. Intentions to reenlist were measured by a single item with four response choices (Yes, No, Undecided, Will extend). For the purposes of this research, a dichotomous variable was created. All those indicating "Yes" were coded 1, all others were coded -1.

Organizational Commitment. Most of the 14 items in this scale followed from the psychological approach to commitment (Porter et al., 1974). That is, they related to the individual's sense of involvement, attachment, and identification with the Army, and as such, did include items directly related to remaining in the organization (e.g., "I consider myself a soldier first and foremost"; "I intend to make the Army a career."). In addition, several items were based on the exchange theory approach (e.g., Hrebiniak & Alutto, 1972) and considered inducements to leave the organization: "I would leave the Army for a civilian job with the same pay (or benefits or status)." Reliability based on coefficient alpha is .88.

Tenure. Actual years of service, especially at the upper and lower ends of the continuum, may be less important to reenlistment decisions than the consideration of a soldier as an Initial Term, Mid-Careerist (with 5-10 years service) and Careerist (over 10 years service), i.e. enlistment period. For this reason, this 3-point scale was used in the present research.

Probability of Attaining Attractive Civilian Employment. Two additional single items were used as predictor variables in the analyses. To evaluate expectancies about opportunity for attaining attractive civilian jobs, soldiers were asked to estimate the likelihood that they would find a

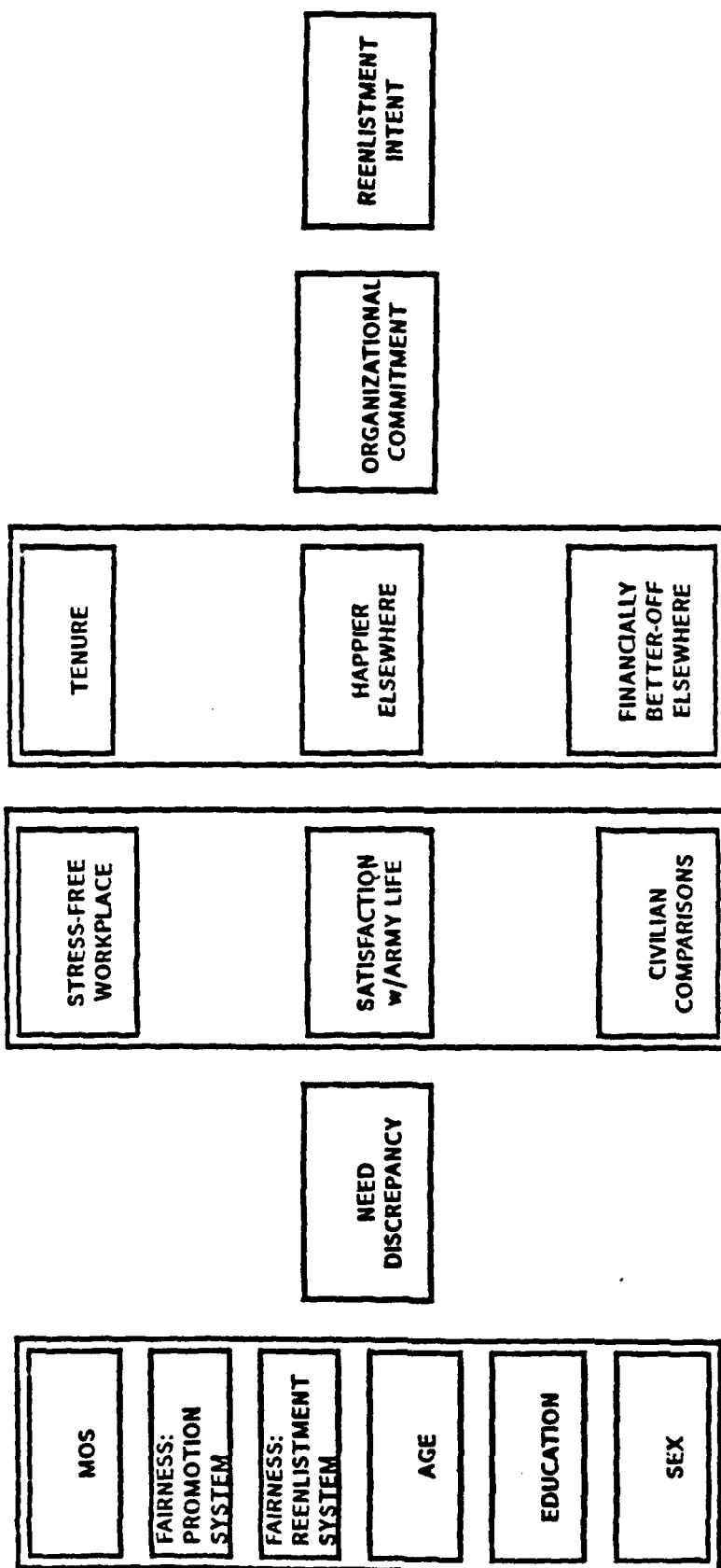


Figure 1. Hypothesized Model

civilian job which would make them happier (Happier Elsewhere) and that they would find one which would make them financially better off (Financially Better-Off Elsewhere).

Comparisons to Civilian Alternatives. The five items of this scale covered different job aspects (i.e., benefits, duties, security, promotion system, and pay). Using a five point scale, soldiers were asked to indicate whether their options in the civilian sector would be worse or better than in the Army. The reliability of this scale is .77.

Satisfaction with Army Life. As indicated above, within the Army a measure of satisfaction should encompass job satisfaction as we typically think of it as well as satisfaction with various aspects of Army life. The satisfaction subscale of the RICQ attempted to measure this factor on this more global level. The sixteen items covered satisfaction with areas such as: vocational skills acquired, the job, superiors, the quality of life, benefits, location, and "overall" satisfaction. A 5-point scale ranging from very dissatisfied to very satisfied was used. Internal consistency (coefficient alpha) reliability of this scale is .86.

Stress-Free Workplace. This scale consisted of twelve items that reflect situations exemplifying conditions that affect occupational stress as the result of role conflict, responsibility, pressure, role ambiguity, and workload. Some examples are: "I get feedback from my supervisors," "I am fully aware of what authority I have in my position." Soldiers were asked to indicate how often these situations occurred on a 5-point scale ranging from "Always" to "Never". Items were coded such that high scores on this scale indicate low levels of occupational stress or a more stress-free environment. Reliability based on coefficient alpha is .80

Need Discrepancy. The scale items are 78 statements reflecting needs, and aspirations (all of which are subsumed under the term "needs" in this research) that were identified as being important to the reenlistment decision by interviewees. These items cover the following areas: education, leadership, promotions, career, organizational policies, financial stability, job skills, family attitudes/values. Three scores were obtained for each item: an importance to reenlistment rating, a rating of its likelihood of occurrence within the Army (both based on a 5-point scale), and discrepancy score based on the difference between the two. The latter is a simplistic indicator of the degree to which soldiers perceive the Army as not meeting their needs. By simple subtraction, discrepancy scores would range from -4 to +4 representing conditions ranging from an item being of very little importance but being very likely to occur to its being very important but very unlikely to occur. A score of zero indicates that ratings of importance and likelihood were in correspondence i.e., very important and very likely or somewhat important and somewhat unlikely, etc. Thus, negative and zero scores suggest needs are likely to be met. Therefore, all negative scores were recoded to zero. High scores indicate a high discrepancy between a person's needs and his/her expectation that these needs are likely to be met while in the Army.

Organizational Policy Variables. The questionnaire included two single items to assess opinion about the fairness of promotion system (Fairness:

Promotion System) and reenlistment (Fairness: Reenlistment System) policies. These items used a 5-point scale ranging from very unfair to very fair.

Demographic Variables. Other variables included in this research were age, sex of subject, MOS (Combat vs. Non-combat), and educational level.

Procedure

Soldiers were administered the questionnaire in groups in two-hour sessions. The first hour was devoted to completing the questionnaire; the second hour was spent discussing the issues covered in the questionnaire and getting soldiers' reactions to them. Groups were overseen by civilian research psychologists and/or senior NCO.

Analyses

Data analysis included calculation of descriptive statistics, zero-order correlations, and path analysis. Correlations indicated the magnitudes of relationships between variables within the model. The path analysis was performed following procedures outlined by Pedhazur (1982). This consisted of a series of ordinary least-squares multiple regression analyses in which variables are regressed on those which precede them in the model. The standardized regression coefficients or beta weights from the regressions are used as estimates of the path coefficients. Additional analyses were performed to trim the model of variables with insignificant paths to produce a restricted or overidentified model. Regression analyses also determined the amount of variance in a particular variable which is explained by the specified set of variables presumed to be antecedent to it in the model. Finally, a Goodness of Fit (Q) index was calculated.

RESULTS

Means and standard deviations for non-dichotomous variables are given in Table 1. Table 2 presents an intercorrelation matrix of the variables. There were moderate to strong relationships between Reenlistment Intent and the other variables in the model with the exception of the organizational and most of the demographic variables. Notably, the strongest relationship (.63) was between Organizational Commitment and Reenlistment Intent, with the next strongest (.62) between Need Discrepancy and Satisfaction. Overall, there tended to be moderate to strong relationships between variables on adjacent levels of the model. There was, however an unpredicted relationship between two sets of variables within levels of the model: Happier Elsewhere and Financially Better-Off Elsewhere correlated .52 and Satisfaction and Stress-Free Workplace correlated .51.

The initial step in the path analysis was to regress Reenlistment Intent on all of the other variables. Table 3 presents information from this and subsequent regressions, allowing comparison of the variance (R^2) explained by the general and restricted (or trimmed) models. As the table shows, 44% of the variance in Reenlistment Intent is accounted for by the other 14 variables in the model. For purposes of trimming the model, for each regression, only those path coefficients significant at $p = .0001$ were retained in the

Table 1

Means and Standard Deviations of Non-Dichotomous Variables

| Variable | Mean | SD | Minimum | Maximum |
|-------------------------------------|--------|-------|---------|---------|
| Organizational Commitment | 36.40 | 9.75 | 12 | 60 |
| Tenure | 1.57 | .75 | 1 | 3 |
| Happier Elsewhere | 3.92 | 1.03 | 1 | 5 |
| Financially Better-off Elsewhere | 3.52 | 1.03 | 1 | 5 |
| Satisfaction with Army Life | 40.81 | 10.20 | 14 | 69 |
| Stress-Free Workplace | 39.40 | 6.40 | 16 | 56 |
| Civilian Comparisons | 15.95 | 3.27 | 5 | 25 |
| Need Discrepancy | 116.85 | 50.13 | 0 | 268 |
| Fairness: Promotion System | 2.61 | 1.19 | 1 | 5 |
| Fairness: Reenlistment System | 3.14 | 1.09 | 1 | 5 |
| Age | 26.41 | 5.53 | 17 | 48 |

Note: N's range from 1215-1236

Table 2

Zero-Order Correlation Matrix

| Variables | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 |
|-------------------------------------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|
| 1. Reenlistment Intent | 1.00 | | | | | | | | | | | | | | |
| 2. Organizational Commitment | .63 | 1.00 | | | | | | | | | | | | | |
| 3. Tenure | .37 | .41 | 1.00 | | | | | | | | | | | | |
| 4. Happier Elsewhere | -.48 | -.55 | -.22 | 1.00 | | | | | | | | | | | |
| 5. Financially Better-Off Elsewhere | -.29 | -.28 | -.13 | .52 | 1.00 | | | | | | | | | | |
| 6. Satisfaction with Army Life | .37 | .53 | .23 | -.40 | -.20 | 1.00 | | | | | | | | | |
| 7. Stress-Free Workplace | .20 | .31 | .12 | -.25 | -.16 | .51 | 1.00 | | | | | | | | |
| 8. Civilian Comparisons | -.32 | -.38 | -.12 | .48 | .58 | -.28 | -.20 | 1.00 | | | | | | | |
| 9. Need Discrepancy | -.28 | -.39 | -.13 | .33 | .20 | -.62 | -.42 | .28 | 1.00 | | | | | | |
| 10. Fairness: Promotion System | .11 | .15 | .03 | -.17 | -.06 | .22 | .17 | -.17 | -.24 | 1.00 | | | | | |
| 11. Fairness: Reenlistment System | .10 | .14 | -.01 | -.14 | -.05 | .31 | .22 | -.12 | -.29 | .29 | 1.00 | | | | |
| 12. Education | .01 | .02 | .15 | .12 | .11 | .08 | .08 | .04 | -.02 | -.06 | .04 | 1.00 | | | |
| 13. Sex | -.04 | -.08 | -.15 | -.03 | -.10 | .08 | .07 | -.06 | -.03 | -.06 | .05 | .05 | 1.00 | | |
| 14. MOS | -.01 | .04 | .03 | .02 | .01 | -.16 | -.15 | -.01 | .02 | .15 | -.09 | .20 | -.34 | 1.00 | |
| 15. Age | .29 | .35 | .72 | -.19 | -.09 | .22 | .15 | -.08 | -.13 | .06 | -.02 | .33 | -.11 | .00 | 1.00 |

Table 3

Comparison of Variance Explained by General and Restricted Models

| Dependent Variable | General model | | Restricted model | |
|----------------------------------|---------------|----------------------|------------------|----------------------|
| | R^2 | Number of predictors | R^2 | Number of predictors |
| Reenlistment Intent | .44 | 14 | .43 | 3 |
| Organizational Commitment | .50 | 13 | .48 | 4 |
| Tenure | .54 | 10 | .52 | 2 |
| Happier Elsewhere | .33 | 10 | .31 | 3 |
| Financially Better-off Elsewhere | .38 | 10 | .34 | 2 |
| Satisfaction with Army Life | .44 | 7 | .44 | 4 |
| Stress-Free Workplace | .23 | 7 | .20 | 2 |
| Civilian Comparisons | .10 | 7 | .08 | 1 |
| Need Discrepancy | .14 | 6 | .13 | 3 |

trimmed or restricted model. For Reenlistment Intent, three variables were retained and still accounted for 43% of the variance. This variance can be explained by Organizational Commitment, Happier Elsewhere, and Tenure.

Similarly, the amount of explained variance in Organizational Commitment changed from .50 to .48 after eliminating nine variables from the set of antecedent variables. Happier Elsewhere, Satisfaction, Tenure, and, to a lesser extent, Civilian Comparisons are the relevant variables in explaining almost half of the variance. About half of the variance in Tenure is explained by Age and Education Level. Three variables account for the variance in Happier Elsewhere: Civilian Comparisons, Satisfaction, and Age. In like fashion, Civilian Comparisons and Educational Level explain more than a third of the variance in Financially Better-Off Elsewhere. Forty-four percent of the variance in Satisfaction with Army Life is accounted for by Need Discrepancy, MOS, Age, and Fairness of the Reenlistment System. Need Discrepancy and MOS also account for 20% of the variability of Stress-Free Workplace. The least amount of explained variance is for Civilian Comparisons. With seven antecedent variables in the regression only 10% of the variance is explained. Most of this (8%) is accounted for by Need Discrepancy. Age, Fairness of Promotion Systems and Fairness of Reenlistment System, in turn, account for 13% of the variability in Need Discrepancy.

The test for the Goodness of Fit index Q compares the unexplained variance of the general and restricted models. The maximum value for Q is 1.00. Trimming the model as indicated above resulted in an overidentified model with $Q=.77$.

Figure 2 depicts the results of the exploratory path analysis using the regression beta weights as path coefficients. As expected, Organizational Commitment is the primary predictor of Reenlistment Intent [path coefficient (p_c) = .46]. Happier Elsewhere also directly and negatively impacts on Reenlistment Intent (p_c = -.19), but it also does so indirectly through a stronger relationship to Organizational Commitment (p_c = -.32). Unexpectedly paths from Financially Better-Off to Reenlistment Intent and to Organizational Commitment are not significant. This might not have been the case with a less stringent rule for retaining a path. Thus, as expected, if the soldier feels that civilian opportunities that will make him/her happier (if not wealthier) are likely to be found, then he/she is less likely to stay in the Army. Tenure also influences Reenlistment Intent both directly and indirectly through Organizational Commitment, but to a lesser degree than Happier Elsewhere. As expected, Mid-careerists and Careerists are more committed to the Army and more likely to reenlist. Organizational Commitment, in addition, also acts as an intervening variable for the influence of Satisfaction with Army Life (p_c = .31), and, to a slight degree, for Civilian Comparisons (p_c = -.10). That is, higher satisfaction and more negative views of civilian alternatives contribute to the strength of commitment.

The third level of the model contained Financially Better-Off Elsewhere, Happier Elsewhere, and Tenure. The latter is very strongly related to Age (p_c = .75) as expected. There is a small relationship between Tenure and Education (p_c = -.10) in the negative direction. Happier Elsewhere is also slightly affected by Age (p_c = -.09), but is more strongly influenced by

ENLISTED SERVICE MEMBER DECISION-MAKING MODEL

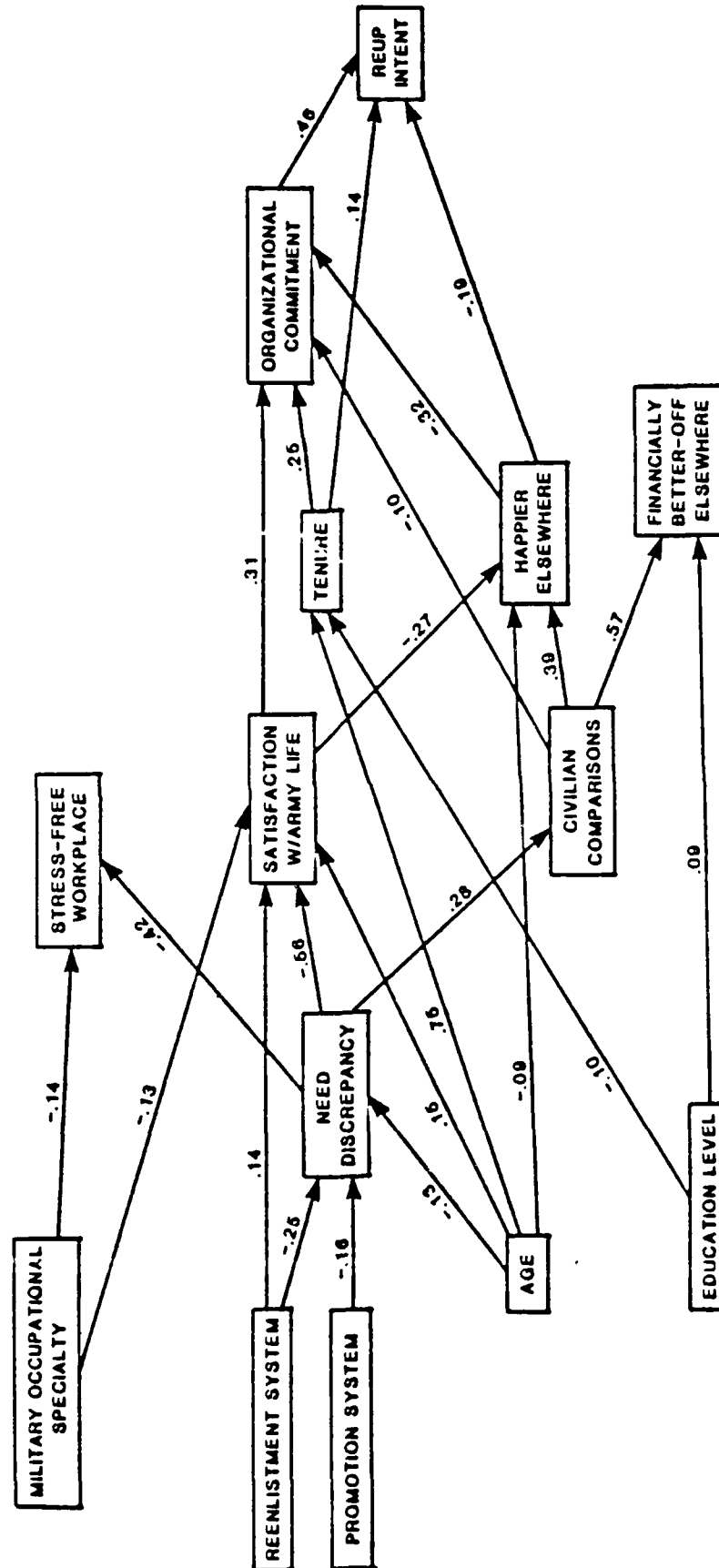


Figure 2

Civilian Comparisons ($p_c = .39$), and to a slightly lesser degree, negatively influenced by Satisfaction ($-.27$), as expected. In other words, low satisfaction with the Army coupled with more positive views of the civilian alternatives contribute to perceptions about greater likelihood of finding a better Job elsewhere. Similarly, Civilian Comparisons strongly impacts perceptions of the likelihood of finding employment in which the soldier would be financially better-off ($p_c = .57$).

Of the three variables at the next level of the model, Stress-Free Workplace is the only one which does not impact on variables after it in the model. It, in turn, is strongly and negatively influenced by Need Discrepancy ($p_c = -.42$) and much less so by MOS ($p_c = -.14$). Thus, a strong perception that needs which are important to a soldier will not be met within the Army contributes to stress, as does being in a Combat MOS. Type of MOS has about the same amount of negative influence on Satisfaction with Army Life: Soldiers in Combat MOS are less satisfied. Age and perceptions about the fairness of the reenlistment system also have slight relationships to Satisfaction. The strongest path to Satisfaction is, as expected, from Need Discrepancy ($p_c = -.56$): Soldiers who feel their needs won't be met in the Army experience more dissatisfaction. Need Discrepancy also has the only significant path to Civilian Comparisons ($p_c = .28$): The more soldiers perceive their needs will go unmet in the Army, the better the civilian alternatives look. Need discrepancy, in turn, is affected by age and perceptions of fairness in the reenlistment and promotion systems. With the exception of the path from Fairness: Reenlistment System to Need Discrepancy and Age to Tenure, the path coefficients for relationships between the demographic and policy variables are fairly low, indicating only relatively small effects. There are no significant paths from Sex of subject to the other variables.

DISCUSSION

The results of the path analysis indicate that the data fit the hypothesized model fairly well and the restricted model was able to account for nearly half of the variance in reenlistment intent. The appropriateness of the model is particularly true of relationships among intentions for reenlistment and the major factors of organizational commitment, satisfaction with the Army, and comparisons to civilian alternatives and civilian opportunities for a "happier" job, as well as the predicted effects of expectations about having important needs met in the Army.

As predicted, commitment has the strongest direct relationship to reenlistment intent. It must be noted, however, that the items comprising this scale included ones that do directly assess intentions about staying in the Army. Partly this is a definitional problem. That is, commitment to an organization does include strong feelings about wanting to remain a part of that organization. The inescapable overlap problem has been a criticism of commitment as a precursor of turnover intentions in the past (e.g., Mobley et al., 1979). There are other components to commitment, however, and recall that the internal consistency reliability for this scale is .88. This suggests that the importance of commitment as a predictor of intentions to reenlist should not be devalued.

In this research tenure was interpreted as more than just time in service. The data confirm that tenure affects both reenlistment intention and commitment directly, but do not confirm a path from satisfaction to tenure. One possible explanation for this may be due to the limited variability in tenure which the 3-point scale allowed. Another point to consider is related to consideration of tenure as the accumulation of investments. Perhaps soldiers with the longest tenure, and, presumably, the greatest investments, particularly economic, are prepared to stay in "until the end" regardless of how satisfied or dissatisfied they might be. The significant negative path from education to tenure was not expected although similar findings were observed by Alutto, et al.(1973). Two possible explanations for the result arise. One is that the soldiers who have the highest level of tenure (and are necessarily older) are less likely to have taken advantage of advanced schooling than young people are today. Where a high school diploma may have been the exception in earlier days, that and more is the norm now. This reasoning, however, suggests the path goes in the opposite direction, an hypothesis this recursive path analysis could not test. The second reason may be that more educated people are less likely to stay in and, as suggested by the other significant path from education, may consider that their education and training as commanding better compensation in the civilian sector.

The relationship between civilian comparisons and civilian opportunity is supported by the data. Clearly the two variables are very influential to soldiers' decisions. This suggests that the Army may have to actively demonstrate the superiority of what it has to offer. The Financially Better-off variable did not influence reenlistment intent as anticipated. This is probably due to the correlation between it and Happier Elsewhere.

The results provide a clear indication of the impact of soldiers' expectations that important needs, goals, and aspirations are unlikely to be met within the Army. Discrepancy between needs and perceived likelihood of their being met (or in other terms, lack of correspondence between the soldier's needs and the Army's rewards) is highly related to satisfaction/dissatisfaction, and, more moderately, to how stressful the work environment seems, and how good the civilian sector looks in comparison to the Army. Note that need discrepancy has greater effects on both stress and satisfaction than whether one is in a combat or noncombat MOS. Stress, on the other hand, did not relate to commitment or reenlistment intent. The correlation between stress and satisfaction suggests that stress may have been misplaced in the model and perhaps its effect is mediated through satisfaction.

The effects of the demographic and policy variables, overall, were not very strong (except for the age-tenure relationship), suggesting as Sterling and Allen (1983) have argued, that these variables are not very important. Fairness of the reenlistment and promotion systems predict need discrepancy and (for reenlistment) satisfaction. It is possible, however, that these effects are somewhat reactive. Consider that items pertaining to both of these issues were included in the list of needs. It could be that the act of rating their importance and their likelihood of occurrence inadvertently led people to evaluate their "fairness" on the basis of whether their own needs would be met.

CONCLUSIONS

This research examined an exploratory model of determinants of the reenlistment decisions. The model was based on prior research as well as information gleaned from soldiers in or soon to be in the process of making that decision. The recursive path analysis provided a test of postulated unidirectional relationships but did not provide any information to indicate other configurations of the variables might be as good or better. Other tests of the model using nonrecursive methods should be considered to confirm these findings.

At least two other limitations to this research come to mind. First, the decision was made to use a dichotomous criterion: Intends to reenlist v. all other options. Thus, those people who were undecided were pooled with those who did not intend to reenlist. Undecided soldiers may be more like either of the two other groups, or different from both. Thus, results might have differed if the dichotomy had been "clean" or if a non-dichotomous criterion had been used. Second, this model did not include any variables related to spouse/family. This research supports the notion that the soldier's personal, social, and work needs, including such things as meeting the needs of his/her family, play important roles in determining overall contentment with the Army. Given this and growing acknowledgment of the impact of the soldier's family on the organization, a model that includes spouse/family variables is needed.

Overall, the results suggest steps that the Army should consider. A potentially good place to start is to implement efforts for strengthening correspondence between the needs of the soldiers and the rewards offered by the Army. Other efforts could also be directed toward building loyalty, feelings of membership/inclusion, a positive identity as a soldier, providing mentorship, etc. to enhance commitment and reenlistment.

One approach to doing this is to provide training for retention NCO. Training should help them to become aware of the importance of needs/rewards to soldiers' reenlistment decisions and that needs will differ across individuals, but also across age and tenure groups as well. Another step is to create new tools for career counseling, e.g. instruments to help retention NCO and soldiers to identify needs, perceptions, and concerns.

This research also suggests that the Army needs to consider providing soldiers with information (e.g. on labor market conditions) to assist them in accurately assessing civilian alternatives and opportunities. This presumes that the Army will fare well in an accurate assessment. If there are ways in which it may fall short, steps should be taken to improve them (as in developing new retention NCO training above). For example, a possible consideration suggested by this research is development of new reenlistment option packages which are tied to longer periods of continued military service. This could "kill two birds" by providing desired rewards and increasing tenure -- thereby enhancing the likelihood of future reenlistment.

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APPENDIX A

REENLISTMENT INCENTIVES AND CAREER DECISION MAKING QUESTIONNAIRE

The purpose of this survey is to conduct research on retention efforts in the U.S. Army. The information you provide will help the U.S. Army improve reenlistment efforts.

This survey is co-sponsored by the Office of the Deputy Chief of Staff for Personnel, Department of the Army (ODCSPER, DA) and the U.S. Army Research Institute (ARI).

There are no right or wrong answers. The best answers are your personal opinions and perceptions. Please read every question carefully, and then answer all items. Do not leave any question blank.

NOTE:

Public Law 93-573, called the Privacy Act of 1974, requires that you be informed of the purpose and uses to be made of the information that is collected.

The Department of the Army may collect the information requested in the Reenlistment Incentives and Career Decision Making Questionnaire under the authority of 10 United States Code 137.

Providing information in the questionnaire is voluntary. Failure to respond to any particular question will not result in any penalty for the respondent.

The information collected in this survey will be used to evaluate and improve military personnel and retention policies.

The information will be used for research and analysis purposes only. The Army Research Institute, under guidance of the Office of Deputy Chief of Staff for Personnel, has primary research and analysis responsibility.



Section 1

In this section of the questionnaire you will find a list of various wants, desires, concerns and needs that have been identified by soldiers. We would like you first to rate each item's importance to you in making a reenlistment decision and second to rate how likely it is to happen for you in the Army. Use the following scales to select your answer.

IMPORTANCE SCALE

| | | | | |
|------------|---|---|---|------------|
| 1 | 2 | 3 | 4 | 5 |
| Very | | | | Very |
| Low | | | | High |
| Importance | | | | Importance |

LIKELIHOOD SCALE

| | | | | |
|------------|---|---|---|------------|
| 1 | 2 | 3 | 4 | 5 |
| Very | | | | Very |
| Low | | | | High |
| Likelihood | | | | Likelihood |

Of what importance to you are the following items in making a decision to reenlist? How likely are they to happen while you are in the Army?

| | Importance | Likelihood in Army |
|---|------------|-----------------------|
| 1. Obtaining a college degree. | _____ | _____ |
| 2. Receiving a steady paycheck. | _____ | _____ |
| 3. Having job skills that are attractive to civilian employers. | _____ | _____ |
| 4. Saving money for college education of my children. | _____ | _____ |
| 5. Working in your PMOS. | _____ | _____ |
| 6. Being promoted when eligible. | _____ | _____ |
| 7. Experiencing new cultures. | _____ | _____ |
| 8. A permanent place to live. | _____ | _____ |
| 9. Working for a supervisor who cares about you. | _____ | _____ |

IMPORTANCE SCALE

| | | | | |
|------------|---|---|---|------------|
| 1 | 2 | 3 | 4 | 5 |
| Very | | | | Very |
| Low | | | | High |
| Importance | | | | Importance |

LIKELIHOOD SCALE

| | | | | |
|------------|---|---|---|------------|
| 1 | 2 | 3 | 4 | 5 |
| Very | | | | Very |
| Low | | | | High |
| Likelihood | | | | Likelihood |

Of what importance to you are the following items in making a decision to reenlist? How likely are they to happen while you are in the Army?

| | Importance | Likelihood in Army |
|---|------------|-----------------------|
| 10. Establishing financial credit. | _____ | _____ |
| 11. Working for a competent supervisor. | _____ | _____ |
| 12. Owning your own home. | _____ | _____ |
| 13. Being promoted on performance. | _____ | _____ |
| 14. Being prepared for a second career. | _____ | _____ |
| 15. Serving your country. | _____ | _____ |
| 16. Getting credit for doing a good job. | _____ | _____ |
| 17. Having challenging work. | _____ | _____ |
| 18. Being available when your family needs you. | _____ | _____ |
| 19. Having decision-making responsibility. | _____ | _____ |
| 20. Being treated equally regardless of race. | _____ | _____ |
| 21. Having a lot in common with your coworkers. | _____ | _____ |

IMPORTANCE SCALE

| | | | | |
|------------|---|---|---|------------|
| 1 | 2 | 3 | 4 | 5 |
| Very | | | | Very |
| Low | | | | High |
| Importance | | | | Importance |

LIKELIHOOD SCALE

| | | | | |
|------------|---|---|---|------------|
| 1 | 2 | 3 | 4 | 5 |
| Very | | | | Very |
| Low | | | | High |
| Likelihood | | | | Likelihood |

Of what importance to you are the following items in making a decision to reenlist? How likely are they to happen while you are in the Army?

| | Importance | Likelihood in Army |
|---|------------|-----------------------|
| 22. Getting a job that facilitates personal growth. | _____ | _____ |
| 23. Career Counseling for a second career. | _____ | _____ |
| 24. Having the opportunity to teach others on the job. | _____ | _____ |
| 25. Having a job with a variety of different tasks to perform. | _____ | _____ |
| 26. Having personal freedom. | _____ | _____ |
| 27. Having on-going training (e.g., job related) opportunities. | _____ | _____ |
| 28. Receiving quality dental and medical benefits. | _____ | _____ |
| 29. Getting retirement benefits. | _____ | _____ |
| 30. Getting the reenlistment option you want. | _____ | _____ |
| 31. Satisfying your spouse's wants and needs. | _____ | _____ |
| 32. Having job security. | _____ | _____ |
| 33. Having an officer who cares about the soldiers in his unit. | _____ | _____ |

IMPORTANCE SCALE

| | | | | |
|------------|---|---|---|------------|
| 1 | 2 | 3 | 4 | 5 |
| Very | | | | Very |
| Low | | | | High |
| Importance | | | | Importance |

LIKELIHOOD SCALE

| | | | | |
|------------|---|---|---|------------|
| 1 | 2 | 3 | 4 | 5 |
| Very | | | | Very |
| Low | | | | High |
| Likelihood | | | | Likelihood |

Of what importance to you are the following items in making a decision to reenlist? How likely are they to happen while you are in the Army?

| | Importance | Likelihood in Army |
|--|------------|-----------------------|
| 34. Receiving fair treatment from the civilian community. | _____ | _____ |
| 35. Living in good housing. | _____ | _____ |
| 36. Receiving a reenlistment bonus. | _____ | _____ |
| 37. Getting training for a civilian job. | _____ | _____ |
| 38. Having your next assignment guaranteed. | _____ | _____ |
| 39. Receiving a fair workload. | _____ | _____ |
| 40. Developing personal discipline. | _____ | _____ |
| 41. Counseling subordinates. | _____ | _____ |
| 42. Receiving credit for your ideas. | _____ | _____ |
| 43. Being treated equally regardless of sex. | _____ | _____ |
| 44. Being able to balance time required by family and job demands. | _____ | _____ |

IMPORTANCE SCALE

| | | | | |
|---------------------------|---|---|---|----------------------------|
| 1 | 2 | 3 | 4 | 5 |
| Very Low Importance | | | | Very High Importance |

LIKELIHOOD SCALE

| | | | | |
|---------------------------|---|---|---|----------------------------|
| 1 | 2 | 3 | 4 | 5 |
| Very Low Likelihood | | | | Very High Likelihood |

Of what importance to you are the following items in making a decision to reenlist? How likely are they to happen while you are in the Army?

| | Importance | Likelihood in Army |
|--|------------|-----------------------|
| 45. Working in a low pressure situation. | _____ | _____ |
| 46. Having a great deal of independence in accomplishing tasks. | _____ | _____ |
| 47. Having enough time off to take care of my personal/family needs. | _____ | _____ |
| 48. Having a job with clear expectations. | _____ | _____ |
| 49. Having quality soldiers in the Army. | _____ | _____ |
| 50. Having good NCO leadership. | _____ | _____ |
| 51. Working in an organized environment. | _____ | _____ |
| 52. Being able to say what's on your mind without hurting your career. | _____ | _____ |
| 53. Work schedules that do not change. | _____ | _____ |
| 54. Doing meaningful work. | _____ | _____ |
| 55. EERs that reflect only performance. | _____ | _____ |
| 56. Receiving positive feedback on your job performance. | _____ | _____ |

IMPORTANCE SCALE

| | | | | |
|---------------------------|---|---|---|----------------------------|
| 1 | 2 | 3 | 4 | 5 |
| Very Low Importance | | | | Very High Importance |

LIKELIHOOD SCALE

| | | | | |
|---------------------------|---|---|---|----------------------------|
| 1 | 2 | 3 | 4 | 5 |
| Very Low Likelihood | | | | Very High Likelihood |

Of what importance to you are the following items in making a decision to reenlist? How likely are they to happen while you are in the Army?

| | Importance | Likelihood in Army |
|---|------------|-----------------------|
| 57. Being treated as an individual. | _____ | _____ |
| 58. Attending college. | _____ | _____ |
| 59. Achieving your full potential. | _____ | _____ |
| 60. Having officers respect NCOs' authority. | _____ | _____ |
| 61. Having reenlistment standards that do not change. | _____ | _____ |
| 62. Staying in the Army until retirement. | _____ | _____ |
| 63. Working with competent coworkers. | _____ | _____ |
| 64. Equal consideration in the promotion of men and women. | _____ | _____ |
| 65. Saving money. | _____ | _____ |
| 66. Working for an organization that takes care of it's people. | _____ | _____ |
| 67. Having competent peers in your MOS. | _____ | _____ |
| 68. Being able to retire after 20 years. | _____ | _____ |

IMPORTANCE SCALE

| | | | | |
|---------------------------|---|---|---|----------------------------|
| 1 | 2 | 3 | 4 | 5 |
| Very Low Importance | | | | Very High Importance |

LIKELIHOOD SCALE

| | | | | |
|---------------------------|---|---|---|----------------------------|
| 1 | 2 | 3 | 4 | 5 |
| Very Low Likelihood | | | | Very High Likelihood |

Of what importance to you are the following items in making a decision to reenlist? How likely are they to happen while you are in the Army?

| | Importance | Likelihood in Army |
|---|------------|-----------------------|
| 69. Receiving 30 days of paid leave a year. | _____ | _____ |
| 70. Having a spouse supportive of your career decision. | _____ | _____ |
| 71. Working in a high pressure situation. | _____ | _____ |
| 72. Having your NCO care about the soldiers in his unit. | _____ | _____ |
| 73. Receiving pay adjustments that keep pace with the cost of living. | _____ | _____ |
| 74. Working a normal work week. | _____ | _____ |
| 75. Reaching your potential. | _____ | _____ |
| 76. Having good officer leadership. | _____ | _____ |
| 77.. Achieving comparability with civilian salaries. | _____ | _____ |
| 78. Knowing that your spouse has a positive attitude towards your career/job. | _____ | _____ |

Section 2

The next section contains questions about your satisfaction with life in the Army. Please indicate how satisfied you are with these aspects. Circle the number which best describes your level of satisfaction in the space next to each item.

How satisfied are you with:

| | VERY DISSATISFIED | SOMEWHAT DISSATISFIED | NEITHER SATISFIED NOR DISSATISFIED | SOMEWHAT SATISFIED | VERY SATISFIED |
|---|-------------------|-----------------------|------------------------------------|--------------------|----------------|
| 1. Your current location. | 1 | 2 | 3 | 4 | 5 |
| 2. Your job. | 1 | 2 | 3 | 4 | 5 |
| 3. Your family life. | 1 | 2 | 3 | 4 | 5 |
| 4. Vocational skills you have acquired. | 1 | 2 | 3 | 4 | 5 |
| 5. The Army as an organization. | 1 | 2 | 3 | 4 | 5 |
| 6. Your chain of command. | 1 | 2 | 3 | 4 | 5 |
| 7. Your professional development. | 1 | 2 | 3 | 4 | 5 |
| 8. The saleability of your skills in the civilian world. | 1 | 2 | 3 | 4 | 5 |
| 9. The amount of education you have now. | 1 | 2 | 3 | 4 | 5 |
| 10. Leadership demonstrated by your superiors. | 1 | 2 | 3 | 4 | 5 |
| 11. The effect the Army has on your personal life. | 1 | 2 | 3 | 4 | 5 |
| 12. "Quality of Life" in the Army. | 1 | 2 | 3 | 4 | 5 |
| 13. The opportunity for improving your education. | 1 | 2 | 3 | 4 | 5 |
| 14. Taking all of the above things into consideration what is your <u>overall</u> satisfaction with the Army. | 1 | 2 | 3 | 4 | 5 |

Section 4

In this section indicate how often the following situations occur. Write the number that best represents your opinion in the space in front of each statement.

FREQUENCY SCALE

1

2

3

4

5

Never

Almost
Never

Sometimes

Almost
Always

Always

- ___ 1. I know what my responsibilities are on the job.
- ___ 2. Changes are made in job procedures without any explanations.
- ___ 3. I am fully aware of what authority I have in my position.
- ___ 4. I know exactly what my performance standards are.
- ___ 5. I get feedback from my supervisors.
- ___ 6. I often get conflicting orders or requests.
- ___ 7. I work under constant pressure.
- ___ 8. I am given enough time to complete my work.
- ___ 9. The performance standards expected of me are too high.
- ___ 10. I often go home from work exhausted.
- ___ 11. My work makes me feel tense.
- ___ 12. I have to do things that just don't make sense.
- ___ 13. I read Army professional magazines such as: ARMY, INFANTRY, etc.
- ___ 14. I read military newspapers such as: Army Times, local post newspaper, Air Force Times, etc.

| AGREEMENT SCALE | | | | |
|-------------------|----------|---------------------------|-------|----------------|
| 1 | 2 | 3 | 4 | 5 |
| Strongly Disagree | Disagree | Neither Agree/Disagree | Agree | Strongly Agree |

- ___ 18. The Army provides a mentally challenging experience.
- ___ 19. The Army provides a physically challenging environment.
- ___ 20. The Army offers the best opportunity to develop leadership skills.
- ___ 21. The Army offers you a chance to work with sophisticated, high-tech equipment.
- ___ 22. The Army experience helps you to develop into a responsible, mature person.
- ___ 23. The Army offers an excellent opportunity to develop self-confidence.
- ___ 24. Women belong in the Army as much as men.
- ___ 25. The Army experience is as beneficial for women as it is for men.
- ___ 26. The Army provides women an opportunity to prove themselves.
- ___ 27. Even when serving in the Army women retain their femininity.
- ___ 28. Women in the Army are respected by people in civilian life.
- ___ 29. Service in the Army can open the door to higher education.
- ___ 30. The new G. I. Bill and Army College Fund give you a head start on your future.
- ___ 31. The opportunity to earn money for college makes Army service more attractive.
- ___ 32. A short enlistment in the Army can provide substantial funds for college or vocational school.

Section 3

In this section indicate how much you agree or disagree with the following list of statements. Write the number that most represents your opinion in the space in front of each statements.

AGREEMENT SCALE

| | | | | |
|-------------------|----------|---------------------------|-------|----------------|
| 1 | 2 | 3 | 4 | 5 |
| Strongly Disagree | Disagree | Neither Agree/Disagree | Agree | Strongly Agree |

- ___ 1. I would stay in the Army for 20 years or more even if I could retire earlier.
- ___ 2. I would leave the Army for a civilian job with the same pay.
- ___ 3. I am more loyal to the Army than the average person is to their employing organization.
- ___ 4. I am proud to be in the Army.
- ___ 5. I would leave the Army for a civilian job with the same status.
- ___ 6. It would take a lot to convince me to stay in the Army beyond this enlistment.
- ___ 7. If I had it to do over again, I would not have stayed in the Army for more than 1 enlistment.
- ___ 8. I consider my values to be in agreement with the Army's values.
- ___ 9. I intend to make the Army a career.
- ___ 10. I consider myself a soldier first and foremost.
- ___ 11. I would leave the Army for a civilian job with the same benefits.
- ___ 12. I would encourage young people to make the Army their career.
- ___ 13. The Army offers a wide variety of opportunities to find a job you can enjoy.
- ___ 14. Army service is of great value in your civilian career development.
- ___ 15. The Army experience gives you an advantage over going right from high school to college.
- ___ 16. Army service is an experience you can be proud of.
- ___ 17. The Army offers the opportunity to develop your potential.

Section 5

Below is a list of Reenlistment Options. Please read the description of each option and then answer the questions which follow.

The BEAR program allows soldiers to extend their present enlistment if they elect to receive training in an MOS that the Army has deemed critical. The soldier receives a selective reenlistment bonus upon reenlistment and satisfactory completion of training.

Service School of Choice--The soldier can receive training in an MOS of choice based upon seat availability and test scores.

Stabilization--The soldier can remain at his/her present installation for 12 months if they reenlist. However, that installation cannot be overstrength in the soldier's MOS.

Location of Choice--The soldier, if stationed in CONUS, can choose any overseas option including Hawaii. If the soldier is overseas at the time of reenlistment he/she may choose any CONUS station.

Selective Reenlistment Bonus--The soldier can receive a bonus for reenlistment in his/her MOS if it is deemed that a MOS is critical.

Education Option--The Army staff is currently considering a reenlistment option for soldiers who want to complete additional college courses after normal duty hours. The soldiers taking this option would be stabilized up to two years at a given post and freed from exercises and extra duty roster as long as he/she was getting satisfactory grades in the college courses.

Indefinite Reenlistment Period--The Army staff is currently considering a reenlistment option for soldiers who want to reenlist but are unsure how long they want to reenlist for. Under this program a soldier can reenlist but leave the Army at his choosing.

How much will the following reenlistment options influence your reenlistment decision? Place an (X) under the category which best reflects your answer.

| | Not at all 1 | 2 | Somewhat 3 | 4 | A great deal 5 |
|--------------------------------------|-----------------|-------|---------------|-------|----------------------|
| 1. BEAR Program | _____ | _____ | _____ | _____ | _____ |
| 2. Service School | _____ | _____ | _____ | _____ | _____ |
| 3. Stabilization | _____ | _____ | _____ | _____ | _____ |
| 4. Location of choice | _____ | _____ | _____ | _____ | _____ |
| 5. Selective Reenlistment Bonus | _____ | _____ | _____ | _____ | _____ |
| 6. Education Option | _____ | _____ | _____ | _____ | _____ |
| 7. Indefinite Reenlistment Option | _____ | _____ | _____ | _____ | _____ |

8. How fair do you think the reenlistment system is? Circle the letter that represents your opinion:

- a. very fair
 - b. somewhat fair
 - c. neither fair nor unfair
 - d. somewhat unfair
 - e. very unfair
-

Please use the scale below to indicate how likely you would be to reenlist in
your current MOS under each of the following bonus plans.

- | | 1 | 2 | 3 | 4 | 5 |
|-----------|--|-----------------------------------|------------|-------------------------------|---------------------------------|
| | Definitely Would Not Reenlist | Probably Would Not Reenlist | Don't Know | Probably Would Reenlist | Definitely Would Reenlist |
| 9. _____ | A \$10,000 lump sum bonus paid <u>immediately</u> upon reenlistment. | | | | |
| 10. _____ | A bonus of \$600 per <u>month</u> for three years. | | | | |
| 11. _____ | A \$5,000 lump sum bonus paid <u>immediately</u> upon reenlistment. | | | | |
| 12. _____ | A \$15,000 lump sum bonus paid at the <u>end</u> of the three-year term. | | | | |
| 13. _____ | A bonus of \$400 per <u>month</u> for three years. | | | | |
| 14. _____ | A \$7,000 lump sum bonus paid at the <u>end</u> of the three-year term. | | | | |
| 15. _____ | No reenlistment bonus. | | | | |

16. How many times in the past 12 months have you visited your Reenlistment Office? Write in the number of times _____.

17. How many times in the past 12 months has a full time Reenlistment NCO from Post Reenlistment counseled you on your reenlistment options? Write in the number of times _____.

How knowledgeable are the following NCOs with regard to the reenlistment options available to you? Please use the scale below to rate each person.

| 1 | 2 | 3 | 4 | 5 |
|---------------|---------------|---------------|---------------|---------------|
| Not At All | Not Very | Somewhat | Very | Extremely |
| Knowledgeable | Knowledgeable | Knowledgeable | Knowledgeable | Knowledgeable |

18. _____ Your supervisor
19. _____ Your Company Reenlistment NCO
20. _____ Your Battalion Reenlistment NCO
21. _____ Your Platoon Sergeant
22. _____ Your First Sergeant
23. _____ Your Command Sergeant Major
24. _____ Other, specify: _____

25. Who has your best interest at heart when your reenlistment needs are being considered? Choose only one. Mark your responses with an "X".

- _____ Your supervisor
- _____ Your Company Reenlistment NCO
- _____ Your Battalion Reenlistment NCO
- _____ Your Platoon Sergeant
- _____ Your First Sergeant
- _____ Your Command Sergeant Major
- _____ Other, specify: _____

1. Do you remember seeing, hearing or receiving any Army advertising or promotional material about reenlistment?

- a. Yes
- b. No

2. Where did you see or hear this material? (CIRCLE ALL THAT APPLY).

- a. On television
- b. In magazines
- c. On the radio
- d. On posters
- e. In the Army times
- f. In the post newspaper
- g. On bulletin boards
- h. In the mail
- i. Reenlistment give aways (pens, key rings, etc.)
- j. In an Army reenlistment office
- k. From my commanding officer
- l. From my company reenlistment NCO
- m. From my installation reenlistment NCO
- n. From a friend (military)
- o. From a friend (civilian)
- p. From another soldier in my unit
- q. From my spouse/girlfriend/boyfriend
- r. Other (specify) _____

3. Who was most influential in helping you decide to reenlist or not reenlist?
(CIRCLE ONLY ONE ANSWER)

- a. Spouse/Girlfriend/Boyfriend
- b. Parents
- c. Other family members
- d. Military friend(s)
- e. Civilian friend(s)
- f. Commander
- g. First Sergeant
- h. Installation Reenlistment NCO
- i. Company Reenlistment NCO
- j. No one but myself
- k. Other (specify) _____

4. In your opinion, how effective would each of the following forms of reenlistment advertising be?

| | 2 | 3 | 4 | 5 |
|--|--------------------|---|---|-------------------|
| | Least Effective | | | Most Effective |
| ___ a. Television | | | | |
| ___ b. Radio | | | | |
| ___ c. Magazines | | | | |
| ___ d. Army Times | | | | |
| ___ e. On-post newspapers | | | | |
| ___ f. Civilian newspapers | | | | |
| ___ g. Reenlistment give aways (pens, key rings, etc.) | | | | |
| ___ h. Other (specify) _____ | | | | |

| | 1 | 2 | 3 | 4 | 5 |
|--|----------------------|----------|---------------------------------|-------|-------------------|
| | Strongly Disagree | Disagree | Neither Agree or Disagree | Agree | Strongly Agree |
| ___ 5. Reenlistment advertising is very effective. | | | | | |
| ___ 6. Reenlistment NCOs helped me make my reenlistment decision. | | | | | |
| ___ 7. My reenlistment NCO had all the information I needed. | | | | | |
| ___ 8. My chain of command tried very hard to persuade me to reenlist. | | | | | |

9. When did you decide to reenlist/not reenlist?

- a. Have not decided yet
- b. In the last week
- c. 2-4 weeks ago
- d. between 1 and 3 months ago
- e. 4 - 6 months ago
- f. 7 - 9 months ago
- g. More than 9 months ago

**Section 6
Promotions**

In this section we are interested in your views on promotion. Please indicate your opinion under the following sections.

What do you think of the importance of promotion points allocated from each of the following sources? Indicate your answer by placing an (X) for each one of the categories below:

| | Too Important | | About Right | | Not Important enough |
|--|------------------|-------|----------------|-------|----------------------------|
| | 1 | 2 | 3 | 4 | 5 |
| 1. Commander | _____ | _____ | _____ | _____ | _____ |
| 2. Promotion Board | _____ | _____ | _____ | _____ | _____ |
| 3. Test Scores (P.T./SQT., etc). | _____ | _____ | _____ | _____ | _____ |
| 4. Awards | _____ | _____ | _____ | _____ | _____ |
| 5. Additional Education: | | | | | |
| a. Obtaining a GED/HSDG | _____ | _____ | _____ | _____ | _____ |
| b. College or other course credits (not GED/HSDG) | _____ | _____ | _____ | _____ | _____ |
| c. Military Education | _____ | _____ | _____ | _____ | _____ |

6. Realizing that the Army's promotion system promotes only to the need of each MOS, how fair do you feel the Army promotion system is?

- a. very fair
- b. somewhat fair
- c. neither fair nor unfair
- d. somewhat unfair
- e. very unfair

Section 7
Job Alternatives

In this next section are various questions about your current job and civilian alternatives that may or may not be available to you. Please take your time and respond appropriately to each item.

1. How many times in the past 12 months have you looked into (i.e., reading want ads, contacting relatives/friends, sending out resumes, etc.) what civilian job(s) are available to you? Write in the number of times ____.

Circle the response which best reflects your answer to each question/statement.

2. If given the opportunity to change your primary MOS, how likely is it that you would do it?

| | | | | |
|------------|---|-----------------|---|------------------|
| 1 | 2 | 3 | 4 | 5 |
| not at all | | somewhat likely | | extremely likely |
| likely | | | | |

If you were to change your primary MOS, how important would each of the following factors be in your selection of a new MOS?

Please use the scale below to indicate the importance of each factor.

| | | | | |
|----------------------------|--------------------------|-----------------------|-------------------|------------------------|
| 1 | 2 | 3 | 4 | 5 |
| Not At All Important | Not Very Important | Somewhat Important | Very Important | Extremely Important |

3. ____ To get better promotion opportunities.
4. ____ To get skills that will be more marketable in the civilian sector.
5. ____ To get a job that better fits my interest.
6. ____ To prepare for a second career.
7. ____ To better use the skills in which I have been trained.
8. ____ To get improved working conditions.
9. ____ To get a bonus.
10. ____ To eliminate boredom.
11. ____ Other, specify: _____.

12. Which of the following best describes your career intentions at the present time? (Mark your response with an "X".)

- ☐ I will stay in the Army until retirement.
- ☐ I will reenlist upon completion of my present obligation but am undecided about staying until retirement.
- ☐ I am undecided whether I will reenlist.
- ☐ I will probably leave the Army upon completion of my present obligation.
- ☐ I will definitely leave the Army upon completion of my present obligation.

13. If you left the Army at the end of your current term, how much do you think you would be earning one year after leaving the service?

- a. Less than \$600 per month
- b. Between \$601 and \$800 per month
- c. Between \$801 and \$1000 per month
- d. Between \$1001 and \$1500 per month
- e. Between \$1501 and \$2000 per month
- f. Between \$2001 and \$3000 per month
- g. More than \$3000 per month

Following is a scale to be used to complete the statements comparing your Army job with a civilian job you might have at this time.

| | | | | |
|--------------------------------|---------------------------|----------------------------------|----------------------------|---------------------------------|
| 1 | 2 | 3 | 4 | 5 |
| Much worse than in the Army | Worse than in the Army | About the same as in the Army | Better than in the Army | Much better than in the Army |

If I had a civilian job at this time, (list number after each question that best describes your answer)

14. My civilian benefits would be ____.
15. My civilian job duties would be ____.
16. My civilian job security would be ____.
17. My civilian promotion system would be ____.
18. My civilian pay would be ____.

19. If you left the Army at the end of your current term, how long do you think it would take you to find a good job?

- a. Would have a job lined up when I got out.
- b. 1-3 months
- c. 4-6 months
- d. 7-9 months
- e. 10-12 months
- f. 13 or more months

20. When do you think you will make your final decision to reenlist or not?

- a. 1 year prior to re-up point
- b. 6 months prior to re-up point
- c. 3 months prior to re-up point
- d. 1 month prior to re-up point
- e. 1 week prior to re-up point
- f. 1 day prior to re-up point

21. How likely are you to find a civilian job that will make you better off financially than you are now?

| | | | | |
|------------|---|-----------------|---|------------------|
| 1 | 2 | 3 | 4 | 5 |
| not at all | | somewhat likely | | extremely likely |
| likely | | | | |

22. How likely are you to find a civilian job that will make you happier than you are now?

| | | | | |
|------------|---|-----------------|---|------------------|
| 1 | 2 | 3 | 4 | 5 |
| not at all | | somewhat likely | | extremely likely |
| likely | | | | |

Section 8

This section asks you for certain background information. Please answer the questions, as accurately as possible. All answers will be held in the strictest confidence and will be used for research purposes only.

Today's Date / /

Last First Middle Initial

Social Security Number - - Age:

Check the appropriate category

Gender: Male Female

What is the highest grade or degree that you had completed when you entered the Army? (circle one number)

1. Graduate Degree
2. 4 Year College Degree
3. 2 Year College Degree
4. Some College but did not graduate
5. Vocational, Technical, Business or Secretarial School
6. Graduated from High School
7. GED/Certificate of Completion
8. Some High School but did not graduate
9. Less than High school (1 to 8 years)

What is the highest grade or degree that you have completed now? (Circle one number)

1. Graduate Degree
2. 4 Year College Degree
3. 2 Year College Degree
4. Some College but did not graduate
5. Vocational, Technical, Business or Secretarial School
6. Graduated from High School
7. GED/Certificate of Completion
8. Some High School but did not graduate
9. Less than High school (1 to 8 years)

Ethnic Group: White
 Black
 Hispanic
 Asian
 Other

1. Do you have any children? Yes ☐ No ☐

Number of children

Ages of children

2. Marital Status:

Single/Never Married ☐

Married to a civilian ☐

Married to a soldier ☐

Divorced ☐

Widowed ☐

Separated ☐

3. Location of Present Duty Station: Ft.

4. How many months away from EIS are you?

1-2 months ☐

3-4 months ☐

5-6 months ☐

7-8 months ☐

9 months or more ☐

5. Are you eligible to reenlist? Yes ☐

No ☐

Don't Know ☐

6. If you reenlist at the end of your current term, for how many years will you reenlist? Years

Don't Know ☐

Does not apply ☐

7. Do you intend to reenlist? Yes ☐

No ☐

Undecided ☐

Will extend ☐

8. In which enlistment period are you now serving?

1st ☐

2nd ☐

3rd ☐

4th ☐

9. What is your current rank (for example E3, E4, etc.) Rank E-

10. How many months have you served at your current rank? Months

11. How many years have you served in the regular Army? Number of years

12. Which of the following is your Primary MOS?

(Please check one)

11B _____, 71L _____, 96B _____, Other (specify) _____

31C , 54E , 74D

13. Write in your secondary MOS if you have one.

14. What is your duty MOS?

15. When did you first enlist? (Write in year and month) /
YR MO

16. For how many years did you serve or are serving for each enlistment?

First enlistment yrs

Second enlistment _____ yrs

Third enlistment _____ yrs

17. Where do you currently live?

- a. On Post-Barracks/BOQ
- b. On Post-Family housing
- c. Off Post-Government furnished housing
- d. Off Post-Civilian housing

18. About how much money do you have in savings? (Include stocks and bonds, money market accounts, certificates of deposit, etc., but do not include IRA's or other retirement plans.)

- a. NONE
- b. Less than \$1000
- c. Between \$1001 and \$5000
- d. Between \$5001 and \$10,000
- e. Between \$10,001 and \$25,000
- f. Between \$25,001 and \$50,000
- g. Between \$50,001 and \$100,000
- h. More than \$100,000

19. About how much money do you owe on loans and mortgages, including home mortgages, car and personal loans, credit card balances, etc.?

- a. NONE
- b. Less than \$1000
- c. Between \$1001 and \$5000
- d. Between \$5001 and \$10,000
- e. Between \$10,001 and \$25,000
- f. Between \$25,001 and \$50,000
- g. Between \$50,001 and \$100,000
- h. More than \$100,000

20. Do you own a home?

- a. Yes
- b. No

Section 9

For Married Soldiers Only!

This section contains items about your spouse. Please answer each and every question to the best of your ability.

1. How many years have you been married to your spouse? Years
2. What is the age of your spouse?
3. What is the highest grade or degree that your spouse currently holds?
(Circle one number)
 1. Graduate Degree
 2. 4 Year College Degree (Bachelor)
 3. 2 Year College Degree (Associate)
 4. Some College but did not graduate
 5. Vocational, Technical, Business or Secretarial School
 6. Graduated from High School
 7. GED/Certificate of Completion
 8. Some High School but did not graduate
 9. Less than High School (1 to 8 years)
4. a. Does your spouse work outside of the home? Yes
No
b. If yes, on average how many hours per week: Less than 35 hour
35 or more hours
5. Is it important for your spouse to have a good job? Yes
No
6. Is your spouse's ability to find a good job a factor in your decision to reenlist?
Major factor
Minor factor
Not a factor at all
7. Have you ever considered leaving the service so that your spouse could further his/her career? Yes
No

8. How likely is it that your spouse could find a good job if you left the Army?

| | | | | |
|------------|---|-----------------|---|------------------|
| 1 | 2 | 3 | 4 | 5 |
| not at all | | somewhat likely | | extremely likely |
| likely | | | | |

9. Is your family currently living with you?

Yes ☐
No ☐

10. How often do you talk to your spouse about matters that are important to you?

All of the time ☐
Most of the time ☐
Some of the time ☐
Little of the time ☐
None of the time ☐

11. How important are your spouse's opinions when you are making an reenlistment decision?

Extremely Important ☐
Very Important ☐
Somewhat Important ☐
Not Very Important ☐
Not at all Important ☐

12. Does your Spouse want you to stay in the Army?

Yes ☐
No ☐
Don't Know ☐